

PACIFIC CLIMATE CHANGE CENTRE

Draft Strategy and Business Plan



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The Pacific Climate Change Centre (PCCC) Overview

The Pacific Climate Change Centre (PCCC) will be a globally respected Centre of Excellence providing practical information, support and training to address the adaptation and mitigation priorities of Pacific communities. It will be underpinned by strong partnerships with Pacific Governments, applied research institutions, donors, civil society and the private sector. The PCCC will deliver four mutually reinforcing functions:

- **Knowledge brokerage:** Building relationships between the producers and users of climate change knowledge so that Pacific Governments and other decision-makers receive timely, robust information in user-friendly formats.
- **Applied research:** The PCCC will host research projects that are designed to address specific research objectives and priorities identified in the region and which lead to practical outcomes for the Pacific.
- **Capacity building through training and learning:** The PCCC will be a one-stop-shop for the improved coordination of climate change training and will help the region to more effectively learn from climate change adaptation and mitigation efforts to date.
- **Innovation:** The PCCC will support the development of innovative products and services which can increase resilience in the Pacific.

PCCC activities will span four main themes: **Climate change science and services; climate change adaptation; mitigation and low carbon futures; and climate finance.**

The PCCC is a shared regional asset belonging to the people of the Pacific with the support of development partners committed to the resilient development of Pacific island countries and territories. It will be hosted and supported by SPREP at its campus in Samoa.

Introduction

The purpose of this document

The purpose of this document is to further clarify the vision, functions, governance options and financial costs associated with the Pacific Climate Change Centre (PCCC). This work builds upon work undertaken for the draft business plan submitted to JICA and takes into account the direction provided by the PCCC Steering Committee. This document will form the basis of a final Strategy and Business Plan which will be finalized later in 2018.

The Vision

Our vision for the PCCC is as follows:

The Pacific Climate Change Centre (PCCC) is a globally respected Centre of Excellence. It is highly valued by Pacific Island countries and territories as it provides practical support and training to address their adaptation and mitigation priorities. It is underpinned by strong partnerships with Pacific Governments, applied research institutions, donors and the private sector. These collaborations have led to innovative products which are increasing resilience in the Pacific. The PCCC is a trusted source of user-friendly, scientifically robust information on climate and meteorological science, climate change impacts and responses. This information directly supports more effective decision-making in Pacific communities.

If this vision is achieved we strongly believe it will bring many broader benefits to the region. More specifically, it will: strengthen the capacity of the region to present science-based evidence to underpin UNFCCC negotiations; improve access to climate finance; support the delivery of the Framework for Resilient Development in the Pacific (FRDP); strengthen climate change research capacity within the region; assist the development, implementation and monitoring of evidence-based climate change strategies and plans; and contribute the achievement of the Sustainable Development Goals (SDGs).

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PCCC – the story so far

Pacific Island Leaders have consistently stated that climate change is the biggest threat facing the region, with the potential to affect a range of sectors vital for the survival and sustainable development of Pacific Island communities and their unique environments.

In response, the SPREP Meeting in 2012 endorsed the Secretariat proposal to request support from the Government of Japan to construct a Pacific Climate Change Centre (PCCC) on the SPREP campus. In 2013, the proposed Centre was endorsed by the Pacific Islands Leaders Meeting in the Republic of the Marshall Islands. In 2014, the Government of Japan approved the application developed by SPREP and submitted through the Government of Samoa and began the process for assessing the requirements for construction of the Centre.

In 2015 at the Seventh Pacific Islands Leaders Meeting (PALM 7) in Iwaki, Japan H.E. Mr. Shinzo Abe, Prime Minister of Japan, formally stated in the PALM 7 Declaration “*Japan’s intention to provide comprehensive assistance, in collaboration with SPREP, including the development of the Pacific Climate Change Centre and capacity-building which supports the efforts for tackling climate change by the Pacific region as a whole*”. Countries represented at PALM 7 included: Australia, Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Republic of Marshall Islands, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu, all members of SPREP. All Pacific island countries were represented by their President or Prime Minister.

The 2016 SPREP Meeting established a Steering Committee to develop the PCCC operating concept, and in 2017 a set of principles was agreed to capture commitments already made and guide further work on the functions and governance structure of the Centre¹.

Responding to Pacific needs

The PCCC responds to a number of evident needs in the region including:

Capacities are stretched, countries need more support

There are increasing demands placed on Governments and their officials to deliver on multiple aspects of the climate change agenda including international negotiations; policy development; access to climate finance; and project implementation. The PCCC will improve the quality and flow of synthesized, decision-relevant information on climate change to support Pacific Island Governments.

Expertise on using climate change information needs to be enhanced and expanded

As the number of stakeholders directly involved in climate change responses increases (including a broader range of sectors, ministries, the private sector and civil society) so the PCCC will seek to broaden knowledge and access to information on key climate change issues. This means tailoring scientific outputs to the specific needs of end users and ensuring that these stakeholders have a sound grounding in the impacts the region is facing.

The use of science in decision-making needs to be improved

By focusing on applied research and innovation, the PCCC will directly support the development of new services and products aimed at addressing the practical needs of the region. Through training it will provide individuals with the skills to incorporate sound climate science into their decisions and by translating climate science into useable, relevant formats it will help improve the application of information which has already been produced.

Information doesn’t always reach those who need it, in the form they can use, when they need it.

The PCCC will be instrumental in improving the availability and relevance of the wealth of knowledge available to the region by building relationships with and between producers and users of knowledge. Outputs generated by the PCCC will focus on usability and credibility. These will be communicated using both new and existing and new networks, especially the Pacific Climate Change Portal (PCCP).

¹ Further details of the 28th SPREP Meeting 2017 can be found here: <https://www.sprep.org/sprep-meeting/meeting-reports>

National Meteorological Services need further support in generating and providing information to support key sectors

The PCCC will enhance capacity within national meteorological services which play a key role in enhancing our understanding of current and future climate change impacts at national and sub-national levels.

Training can be better coordinated and targeted

Each year there are more and more workshops and training events on climate change issues, led by a multitude of organisations and supported by many different donors. These events are an important aspect of building capacity for climate change action, however, there is an evident need for improved coordination and communication of these events. The PCCC will support regional partners in promoting these events and improving the connections between them. The PCCC will also run specific, targeted training programmes.

More support is needed to turn climate science into services and products

A vital aspect of improving the application of climate science in the region is the development of credible and practical climate services and tools. The PCCC can make an important contribution to the delivery of the Pacific Roadmap for Strengthened Climate Services by providing a place where researchers and practitioners and jointly work on services that are tailored to the needs of Pacific islanders.

Closer connections are needed between research, policy and practitioner communities

By bringing researchers, policymaker and practitioners together the PCCC can help to ensure that PICTS gain greater benefits from research undertaken in the region. The PCCC can connect researchers to stakeholders and establish protocols to ensure that research outputs lead to practical outcomes. In this regard the proposed Pacific Climate Science Research Strategy will provide a useful framework for prioritizing applied climate-related research.

Supporting regional policies

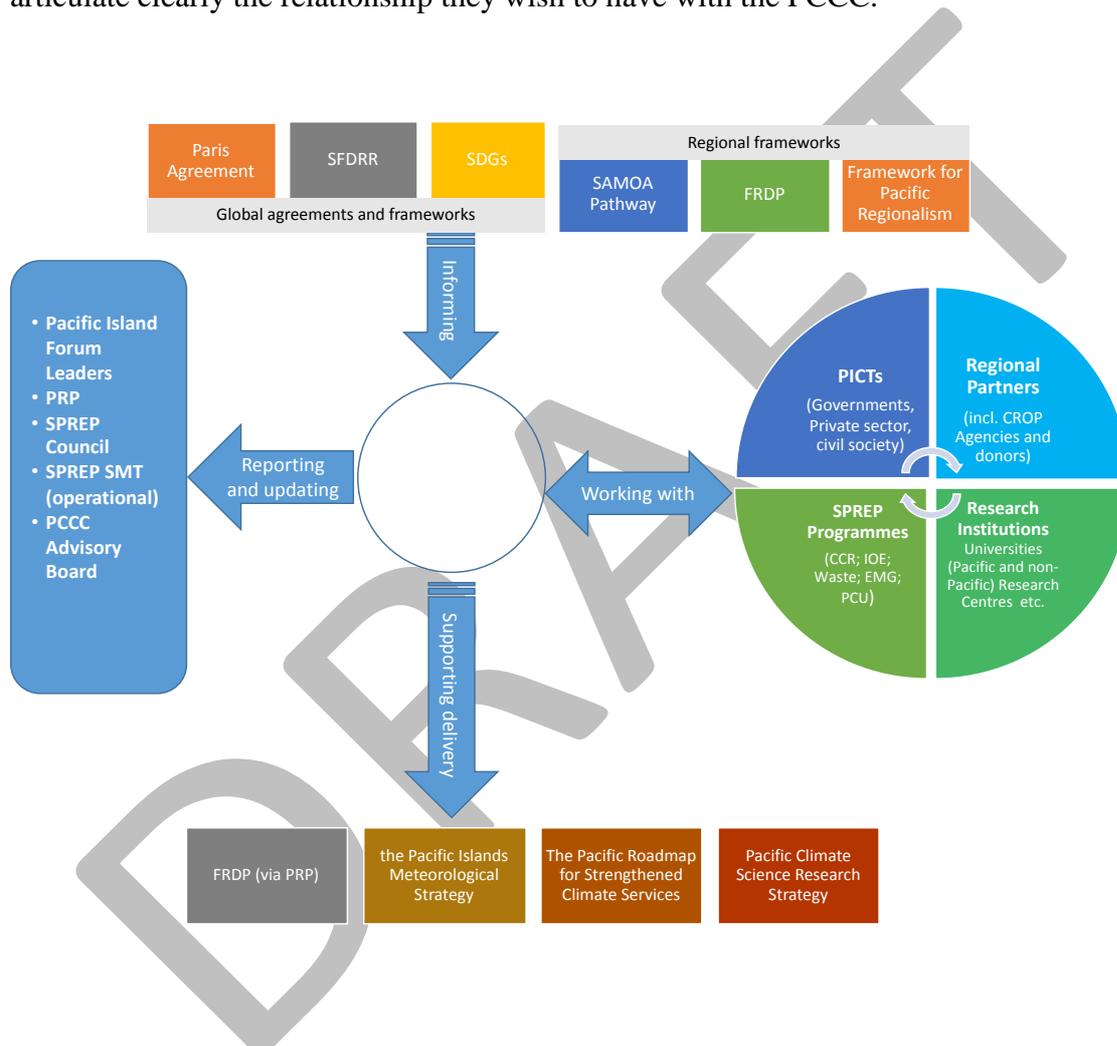
The PCCC will make an important contribution to the delivery of regional and global policies and agreements. The FRDP sets out an ambitious framework which brings together adaptation, mitigation and disaster risk management objectives. A new partnership called the Pacific Resilience Partnership (PRP), a merger of the Pacific Climate Change Roundtable and the Disaster Risk Management Platform, has been established to facilitate, coordinate, build partnership and monitor the implementation of the FRDP. The PCCC can support the PRP by filling gaps in evidence; enhancing the capacity within countries to contribute to FRDP outcomes through training and improved access to information; and building partnerships that are inclusive of the private sector and civil society. The Centre will enhance and strengthen climate change actions in alignment with other regional strategies including the Framework for Pacific Regionalism, the Pacific Islands Meteorological Strategy, the Pacific Roadmap for Strengthened Climate Services and the proposed Pacific Climate Science Research Strategy.

The PCCC is also a direct response to global concerns, especially for Small Island Developing States, and global efforts for implementation of the S.A.M.O.A. Pathway, the Paris Agreement on Climate Change, the Sendai Framework, and the new Sustainable Development Goals. SPREP Members through the SPREP Meeting (September 2015), Pacific Climate Change Roundtable (Samoa, May 2015), and the Third Pacific Meteorological Council meeting and

First Pacific Ministers responsible for Meteorology Meeting (Tonga, July 2015) have requested that SPREP increase their assistance to Pacific Island Countries and Territories (PICTs).

Figure 1: Alignment and connections to international and regional policies and organisations

Figure 1 illustrates some of the strategic linkages between the PCCC and key policies and organisations. This is not an exhaustive list and we envisage these relationships evolving over time. Effective partnerships will be essential to the success of the PCCC and institutional linkages will need to be formalized. A sound starting point would be for all institutions to articulate clearly the relationship they wish to have with the PCCC.



The PCCC and SPREP

The PCCC will be hosted and supported by SPREP at its campus in Samoa. As outlined in the Governance section of this document, SPREP will also play an important role in the operational management of the PCCC (i.e. realization of the PCCC Strategy and Business Plan and implementation of advice from the PCCC Advisory Board).

The PCCC will not only work with the Climate Change and Resilience (CCR) Programme but with all SPREP Programmes such that climate change action is addressed from multiple perspectives and addresses overlapping issues such as island and oceans ecosystems, waste management and environmental monitoring and governance.

The SPREP Climate Change and Resilience Programme (CCR) will play a central role in supporting the delivery of the functions outlined in this document. Outputs and activities from existing CCR projects will be reviewed, and where appropriate aligned to the PCCC functions and themes. This will help the PCCC to provide immediate value to the region and also act as a catalyst for other organizations to actively engage with the PCCC.

While CRR will work closely with the PCCC, there are distinct roles and responsibilities. Table 1 provides some examples of these roles. It should be noted that this table does not account for the wide range of responsibilities (including leadership roles) of other regional organisations as it simply aims to differentiate between CCR and the PCCC. Further work to define these responsibilities is on-going.

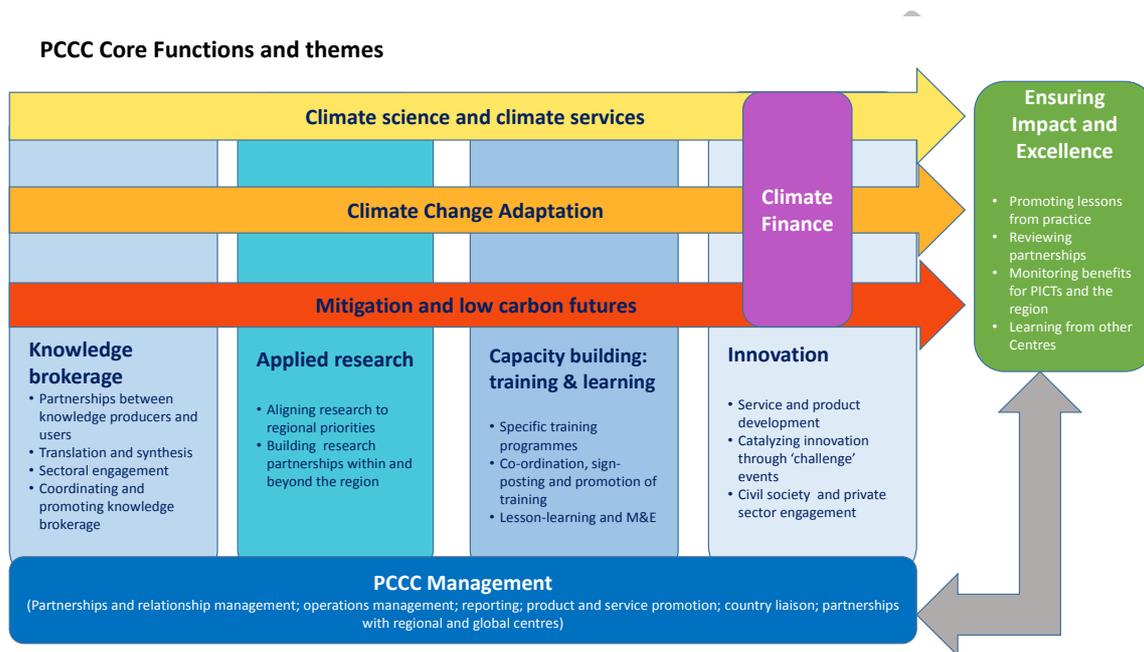
Table 1: Differentiation between CCR and PCCC responsibilities

Responsibility	Lead	Support
Direct support to SPREP membership on CC/Met services	CCR	PCCC
Secretariat services to PMC and technical working panels	CCR	PCCC
Input to FRDP/PRP coordination and implementation	CCR	PCCC (indirect)
Support for climate finance proposal development	CCR	PCCC
CC project implementation (e.g. GCF/AF)	CCR	PCCC (indirect)
Coordination of support for UNFCCC negotiations	CCR	PCCC
Knowledge brokerage and synthesis – best practice	PCCC	CCR
Innovation and development of climate services and products	PCCC	CCR
Applied Research coordination/research partnerships	PCCC	CCR (indirect)
Implementation of Pacific Climate Science Research Strategy	PCCC	CCR
Coordination of climate change training (one-stop-shop)	PCCC	CRR
PCCC partnership development/fundraising	PCCC	
Support for the Pacific NDC Hub	PCCC/CRR	
Pacific Climate Change Portal (PCCP)	PCCC	CCR

Functions of the Pacific Climate Change Centre

This section of the Business Plan and Strategy outlines the main functions and themes of the PCCC. The functions refer to purpose i.e. the nature of activities delivered by the PCCC; the themes refer to the subject matter, sector or topic which will be addressed. The scope of the PCCC is defined by the integration of these functions and themes. Over time, we would expect progress to be made across all areas and themes, but inevitably some will progress faster than others.

Figure 2: PCCC functions and themes



The four functions are interconnected and mutually reinforcing. They have been identified such that the region can benefit from improved applied research, enhanced capacities and better communication and management of knowledge - leading to innovative products and services which will increase resilience and reduce vulnerability. We strongly believe that if implemented together, these functions will be 'greater than the sum of their parts'.

Function 1: Knowledge Brokerage

Access to high quality, relevant information is key to action on climate change. In order that information is usable for decision-making, it must be created with an awareness of the decision-making context. This requires collaboration and dialogue between producers of science, such as researchers, and those who can benefit by using it, including governments, community leaders, civil society and the private sector. This exchange often needs to be facilitated and supported by a process of knowledge brokerage.

Knowledge brokerage builds relationships with and between producers and users of knowledge by providing linkages; synthesizing and translating knowledge.

Four main areas of activity have been identified under the Knowledge Brokerage function:

1) Information knowledge management (IKM)

In order to broker knowledge, knowledge and information must be well managed. The Pacific Climate Change Portal (PCCP) is already an important regional IKM resource on climate change providing a means of collating and communicating information. Given these objectives, and its regional ownership, the PCCP is well aligned with the knowledge brokerage functions of the PCCC. We therefore propose that it be integrated into the PCCC, thus providing a well-established online platform from the outset. SPREP will seek funding for a post to support IKM and the further development of the PCCP.

The Pacific Climate Change Portal (PCCP)

The Portal was a requirement of the Pacific Islands Framework for Action on Climate Change (PIFACC) and was also a recommendation from past Pacific Climate Change Roundtable Meetings in 2008 and 2011. The PCCP was launched in September 2012 at the SPREP meeting in Noumea, New Caledonia and has been further developed and improved since then. It was developed to:

- Improve timely access to and delivery of climate change information and tools;
- Communicate and promote climate change challenges, issues and activities in the region and globally;
- Act as a hub for climate change information and knowledge sharing;
- Assist decision makers through the provision of information concerning climate change adaptation and mitigation;
- Aid the identification of gaps in current programme activities and opportunities for cooperation in the region.

2) Translation and synthesis of knowledge

Knowledge brokerage requires knowledge and information (especially science) to be summarized and articulated in ways which can be understood and used by decision-makers. This process is not trivial, it requires an understanding of the source scientific information but also of decision-making processes, the needs of users and the context in which the knowledge will be applied. PCCC activities will focus on developing knowledge products which are translated into formats which encourage the application of knowledge and which reflect the practical needs of the region.

3) Supporting co-production of knowledge

It is important that the PCCC moves beyond translation to also support the co-production of knowledge between different groups and sources of knowledge. For example, in our region, traditional knowledge is being combined with climate science and meteorological information to improve the relevance and use of forecasting. It can also improve the flow of knowledge so that the right people get reliable information in a format they can use, at a time when they need

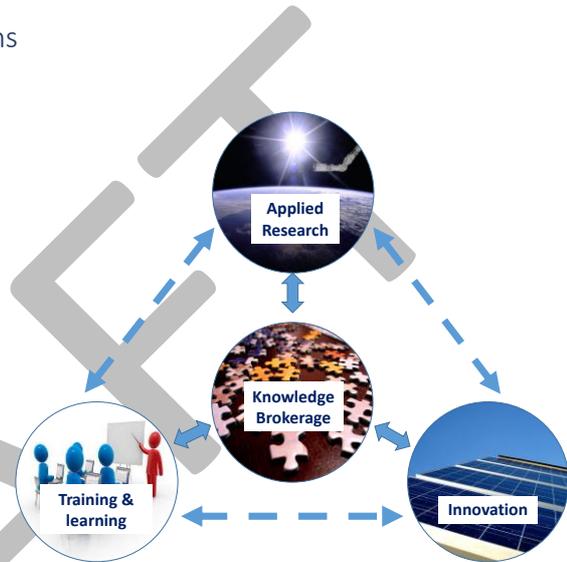
it. In practical terms, this means bringing together different individuals and organizations to collectively develop ideas.

4) Supporting better knowledge brokerage

It is important to note that many individuals and organisations act as knowledge brokers across the region. The PCCC will focus on *the process of climate change knowledge brokerage* in the region and share good practice both within and beyond the Pacific. An important first step will be to join the [Climate Knowledge Brokers Network](#) and to establish a climate change knowledge brokers Community of Practice in the region.

Knowledge brokerage – connecting PCCC functions

Knowledge brokerage is central to the PCCC as it **bonds together the other functions**; it enables research to better respond to regional, national and local needs; it helps to connect the latest scientific output to training needs and encourages innovation by connecting ideas to people and places. It is critical in ensuring the PCCC remains targeted and complementary to other organisations and activities in the region and sets the PCCC apart of those more focused on the production of knowledge or on the implementation of projects.



Proposed outputs of the Knowledge brokerage function

- On-going improvements to the Pacific Climate Change Portal (PCCP)
- Translation and synthesis of research outputs into user-relevant formats and products
- Themed events which bring together researchers and decision-makers to develop project ideas and new products
- Establishment of a climate change knowledge brokers Community of Practice in the Pacific in order to share good practice on connecting science and research to the needs of decision-makers.

Outcomes of the knowledge brokerage function

- Improved access to the information on climate and meteorological science, climate change impacts and climate change responses (adaptation and mitigation) in user-friendly formats
- Improved access to practical tools, applications and processes to improve the application of science in decision-making
- Better support to national meteorological services in communicating and translating climate and meteorological science to improve resilience and adaptation in key sectors

Function 2: Applied Research

The PCCC will be a Centre of Excellence for applied research. In this context, we are defining applied research as *original research undertaken in order to acquire new knowledge but which is directed primarily towards a specific practical aim or objective.*

The PCCC will play a key role in identifying these practical aims with research partners and countries such that they meet the medium and long term needs of Pacific communities. It is expected that research will be designed and delivered by PCCC research partners who will be based within the PCCC. The identification of research partners and specific research projects will be based upon an assessment of:

- Alignment to the key themes of the PCCC (climate science and services; climate change adaptation and climate change mitigation and low carbon futures);
- Alignment to regional and international strategic priorities;
- Relevance and practical applicability of likely research outputs and outcomes (including specific benefits for Pacific communities);
- The sustainability of the partnership (and project);
- The research credentials of the partner;
- The scope for building scientific/research capacity within the region;
- The source of research funding;
- The potential contribution to building scientific capacity in the region, including the inclusion of regional scientists and researchers;

1) Developing partnerships and supporting research activities

Applied research delivered in partnership with the PCCC may take different forms including long-term applied research projects with staff based at the PCCC, short-term visiting researchers and hosting research events. In order to maximize the benefits for the Pacific the PCCC will strongly encourage long-term partnerships which include researchers hosted in Samoa and elsewhere in the region.

A further assumption is that each partnership will bring its own research budget. Where researchers are based at the PCCC this budget should ideally include some contribution towards the overheads of the PCCC in order to support the sustainability of the Centre and its functions.

The PCCC will actively support its research partners in the development and implementation of research activities. This support may include:

- Connecting researchers to urgent gaps in the regional knowledge base (especially where this may inform improved decision-making or implementation)
- Ensuring strategic alignment of research with regional strategic needs as identified in the FRDP, PIMS, Pacific Roadmap for Strengthened Climate Services and the draft Pacific Climate Change Science and Services Research Strategy
- Support the effective dissemination of research outputs in accessible formats
- Identify research partnerships and/or research sites and case studies in conjunction with country partners

- Training for PCCC-based researchers in regional priorities, needs and application context (including cultural factors) to enhance the impact and relevance of research

It will be important to set out clearly the support that will be provided to research partners and the comparative advantage of delivering research from the PCCC (e.g. access to partners, knowledge sharing, connections with other researchers and delivery organisations). This should be communicated in a simple prospectus to share with potential research partners.

2) Support for enhancing research capacity in the region

The PCCC will help to strengthen research capacity in the region. Existing partners, including USP and SPC, play a leading role in this area, however we believe that the PCCC can also make a meaningful contribution through collaboration with these organisations. This will be achieved by actively supporting researchers from within the region (for example by providing space for USP Postgraduate Researchers within the PCCC) and strengthening partnership between research institutions within and outside the region.

3) Prioritization of research themes

Applied research conducted in partnership with the PCCC will need to be aligned to four key themes namely; climate change science and services; climate change adaptation; climate change mitigation and low carbon futures; and climate finance. However, inevitably these will not progress the same speed. Applied research priorities are likely to be determined by discussions with partners and countries but should also be informed by the Climate Change Science and Services Research Strategy.

Proposed outputs of the applied research function

- Development of Memorandums of Understanding (MoU) with research partners and associated research plans.
- Establishment of resident researchers in the PCCC building within the first year.
- X Events to connect policymakers, researchers and practitioners to address regional and national climate-related challenges
- Evidence of work to strengthen the network of climate change researchers in the region, including improving regional participation in IPCC processes (exact outputs to be agreed)
- Training completed for PCCC-based researchers in regional priorities, needs and application context (including cultural factors) to enhance the impact and relevance of research

Outcomes of the knowledge brokerage function

- Improved engagement of countries in the design and delivery of research and improved application of research outputs
- Increase in Pacific-based researchers engaged in undertaking applied research
- The voice of Pacific-based researchers strengthened in determining global climate change research priorities

Function 3: Capacity building through training and learning

Training and learning will be a key component of the PCCC. The objective is that the PCCC will become a one-stop-shop for climate change training of policymakers and practitioners. This means both providing training but also sign-posting to other training events and maintaining an up to date calendar of training opportunities to be hosted on the PCCP.

The PCCC will focus on the effective transfer of knowledge on climate change issues to those making critical decisions in PICTs, in formats they can use. Training and learning are important components of this approach. As with applied research, it is fully appreciated that a wide range of organisations provide valuable training of climate change issues across the region. The aim is to complement and enhance these efforts and avoid duplication. The PCCC is not a provider of tertiary education.

Training and learning activities

Given the PCCC is a regional Centre, the training components will predominantly focus on the regional and national levels and on the needs of policymakers and practitioners including governments, civil society organisations and those in, or working with, the private sector. We do not wish to limit the range of training themes however the following areas will be of particular relevance: climate and meteorological science; adaptation and mitigation planning; climate finance; stakeholder engagement; the use of tools and concepts; the role of traditional knowledge; climate negotiations; and applying research outputs.

In addition, we will also develop training for researchers. This will include orientation for all PCCC-based researchers such that they better understand the region, needs and priorities, cultural considerations (including implications for research approaches and ethics) and the relevance of traditional knowledge. We also plan to work with other regional partners to develop training on the application of regional research – for example how climate research generated within the region can inform UNFCCC and IPCC process.

Training efforts also involve collaboration with projects already being delivered in the region for example the IMPACT project includes training on climate negotiations and the GCCA+ APC project also includes training components.

Underpinning the training function are two key programmes:

1) JICA technical assistance capacity building programme

In addition to the construction of the PCCC building, the Japan International Cooperation Agency (JICA) will be providing a programme of technical assistance focused on capacity building aligned to the functions and themes of the PCCC. The exact focus and delivery mode for this assistance is still being finalised but it is envisaged that specific capacity building activities will be developed in the following areas:

- Climate change science;
- Impact assessment and adaptation planning;
- Adaptation;

- Mitigation; and
- Access to finance.

These are already well aligned with the PCCC themes and will be refined in the coming months. This programme of support is expected to last for an initial 3-year period. The delivery of this support would be determined by the PCCC Manager and JICA.

2) WMO Pacific Regional Climate Centre – training node

SPREP is leading the training node of the WMO Pacific Regional Climate Centre (RCC). The RCC is a concept by WMO where centres are appointed to provide specific support to the National Meteorological Services in their region on a monthly basis. The Pacific have opted for a virtual RCC where different institutions take the lead in providing different mandatory services such as Climate Data (lead node is BoM), Long Range Forecasting (lead Nodes are BoM and NIWA), Climate Monitoring (NOAA, UHSLC), Climate Change Projection (CSIRO), and Training and Capacity Development (SPREP). Each of the nodes also have consortia members to support the delivery of these functions.

In addition to the two training programmes outlined above, the PCCC will seek to improve the coordination of climate change training in the region. This will include developing a live climate change training calendar on the PCCP. We shall also bring together key training providers share forthcoming training plans and to strengthen coordination thematically and in terms of scheduling. This should make it easier for countries to make the most of training opportunities.

Learning activities

In addition to dedicated training events, a number of learning activities will be prioritized through the PCCC. The learning component has two areas of focus:

1) Gathering and sharing learning from climate change implementation

We believe that more could be done to learn from climate change policies, projects and programmes implemented in the region to date. The PCCC can play an important role on gathering and sharing such lessons in its role as a knowledge broker and can also build capacity through training. This work would link closely to efforts to improve monitoring and evaluation (M&E), such as the forthcoming regional training programme delivered under the ISACC Project. A medium term objective of the PCCC would be to establish a Project Evaluation Unit which will support SPREP's work on the design, development and implementation of programmes and will link to the proposed 'impacts database' of lessons learnt on the PCCP.

2) Improving public awareness

There is also an evident need to improve public awareness and learning, especially embedding an understanding of the implications climate change for the region amongst young people. We are therefore proposing the development of a learning component focused on engaging children and schools. In order to ensure sustainability this would

seek to enhance and improve climate change considerations within national curricula of Pacific countries as well as seeking funding for the training of teachers.

Proposed outputs of the capacity building function

- WMO Pacific RCC will have provided training in some of the following areas:
 - Seasonal Climate Forecasting using SCOPIC, PICASO and CLIK-P
 - Climate Data management training using the CliDE database
 - Sectoral application of climate change projections
 - Non-formal training on climate change through the Samoa Qualification Authority and TVET programme
- Training completed for PCCC-based researchers in regional priorities, needs and application context (including cultural factors) to enhance the impact and relevance of research
- The outputs expected from the JICA technical assistance capacity building programme are still to be determined
- The development of a draft learning component focused on engaging children and schools
- ‘Impacts database’ of lessons learnt completed and available on the PCCP
- Draft concept note on the establishment of a Project Evaluation Unit (to determine feasibility)
- A live calendar of training opportunities established on the PCCP as well as regular catch up meetings with key training providers.

Outcomes of the capacity building function

:

- Increased awareness of training opportunities, including through the Pacific Climate Change Portal.
- Improved skills and expertise within the region through the training provided.
- Strengthened capacity of researchers to deliver relevant applied research as a result of training.
- Improved public awareness of climate change issues, especially amongst young people.

Function 4: Supporting Innovation

The Pacific region is likely to experience some of the most severe impacts of climate change which will fundamentally impact on ways of life within the region. The speed and severity of these impacts are such that business-as-usual responses will be insufficient. Innovative approaches the application of climate services and the implementation of adaptation actions will be essential. Similarly, the transition to low carbon economies will require innovative approaches which bring together the latest science and technology with locally-determined needs. For these reasons there is an ambition for the PCCC to be a hub for climate change innovation.

What do we mean by innovation?

Innovation is a term that is often poorly communicated and poorly understood. A useful way of thinking of innovation is that ***creativity is thinking of something new, innovation is making it happen***. In the context of the PCCC innovation means a few different things:

- Turning ideas into solutions;
- The application of ideas that are novel and useful for our region;
- Being relevant to the needs of our people.

Innovation is a very difficult thing to ‘make happen’. Some of the greatest innovations happen by chance or by the right individuals cooperating at the right time. However, innovation can be supported by creating the space for people to connect and by bringing challenges and potential solutions together.

Innovation is closely aligned to knowledge brokerage as it requires a two-way conversation between those with the new ideas, technologies and concepts with those who can use or benefit from the innovation. Turning ideas into action requires a process of co-production between those with technical knowledge and people with a deep understanding of local conditions, needs and priorities.

The PCCC will support the process of innovation by:

- Bringing together those with challenges with those with solutions, through targeted events
- Working with climate finance providers to encourage support for innovative approaches and help those applying for funds to mitigate risks and thus access finance
- Showcasing innovative policies and products within and outside the region
- Using the NDC hub as a means of supporting innovation
- Connecting to, and promoting, innovative climate change insurance products
- Providing training on the development of climate service products through the JICA technical assistance programme
- Providing information to the private sector and civil society at national level (e.g. through Chambers of Commerce)
- Ensuring that innovation is highlighted on the PCCP
- Encouraging applied research which supports innovation or which investigates climate-related innovation needs and applications within the region
- Improving private sector engagement in climate finance opportunities

Proposed outputs of the supporting innovation function

- X targeted events per year to bring together those with challenges with those with solutions
- On-going work with climate finance providers to encourage support for innovative approaches and help those applying for funds to mitigate risks and thus access finance
- Showcasing innovative policies and products within and outside the region
- Innovative climate change insurance products supported and promoted
- Training provided on the development of climate service products through the JICA technical assistance programme (tbc)
- Information products developed for the private sector and civil society at national level (e.g. through Chambers of Commerce)
- PCCP innovation webpage published and regularly updated
- Improving private sector engagement in climate finance opportunities

Outcomes of the supporting innovation function

- Increase in the number of innovative climate change products and services within the region
- Improved access to funding for innovative responses
- Improving private sector engagement in climate finance opportunities

PCCC thematic priorities

The functions of the PCCC will be delivered with reference to four thematic areas.

Theme 1: Climate science and services

The PCCC will be a Centre of Excellence that provides technical support and applied research pertaining to climatology and climate change science. Specific areas of engagement include variability and extremes, climate change mainstreaming, policy implementation, and monitoring and evaluation; downscaling of regional and global models; development of climate and climate change tools; and capacity building for PICTs to be able to use the new tools and products.

Work in area of climate science will build upon the work of programmes such as the **Pacific Climate Change Science and Adaptation Planning (PACCSAP)** programme as well as making use of established partnerships with organisations such as CSIRO's Climate Science Centre and NIWA.

Such partnerships should look to advance regional scientific knowledge but also focus on delivering climate change science information and tools to the PICTs. In this regard, the Climate Change Science and Services Research Strategy and the Pacific Roadmap for Strengthened Climate Services will provide valuable guidance and prioritization. Satellite visualization services may also be provided through RESTEC and are an example of the importance of link climate services and innovation.

The PMC will play a central role in defining national and regional needs in the field of climate science at its application. Increasingly, this will need to include the engagement of a wider range of sectors and stakeholders.

Theme 2: Climate change adaptation

A core aspect of the PCCC will be the support for PICTs in strengthening adaptation-related policies and plans and in the design and implementation of adaptation programmes. Good adaptation planning is crucial for the achievement of effective and appropriate adaptation outcomes. This requires sound evidence to inform all stages of the adaptation cycle – understanding current and future risks and vulnerabilities, assessing options, implementation and monitoring and evaluation.

The PCCC can play a vital role in providing such evidence in a useable forms, as well as working with research partners to fill gaps in our knowledge. Training, capacity building and sharing of knowledge enables practitioners to make better use of evidence and to apply tools and methods effectively.

The value of integrated approaches such as ecosystem-based adaptation, ridge to reef and whole of island approaches is becoming increasingly evident. The PCCC can promote good practice in these areas as well as provide training and guidance. In order to scale up such approaches to benefit more communities, monitoring and evaluation and learning processes will need to be strengthened. The PCCC can play a role in this regard, supporting enhanced M&E and sharing lessons.

The value of traditional knowledge in reducing vulnerability is only just being realised and the PCCC will support the exchange of knowledge, research protocols and practical examples in this area. It will also seek to support the publication of results in peer-reviewed journals.

The PCCC will actively support the development of other sub-regional centres as these can support the delivery of PCCC objectives and improve engagement with countries. The Communique of the 8th Polynesian leaders group meeting states that the Leaders agreed to support the establishment of a Centre of Excellence for Atoll Adaptation in Tuvalu to improve research and development on adapting to climate change in atoll nations. Such a development would be of great relevance to the PCCC.

Theme 3: Climate change mitigation and low carbon futures

Despite emitting a tiny proportion of global greenhouse gas emissions, the region is making considerable efforts bring about a transition to low carbon societies. This transition can bring about many broader development benefits including improved energy security, increased resilience and reduced economic dependency. It is also critical to the achievement of broader sustainable development goals.

The Pacific Islands Greenhouse Gas Abatement through Renewable Energy Project (PIGGAREP) has served SPREP with a strong role in mitigation, renewable energy, and energy efficiency in the region and has been built upon as PICTs have developed their Nationally Determined Contributions (NDCs) to global emissions reductions.

The Pacific NDC Hub

The Pacific NDC Hub has received support from Australia, Germany and UK and will be launched soon. This will allow for review of NDCs, potentially increasing ambition and

engaging more sectors. The objectives of the hub are well aligned to the functions of the PCCC namely 1) Providing advisory and technical support 2) Supporting PICs to integrate NDCs into national development planning, monitoring and reporting processes and align these to FRDP and SDG reporting processes 3) Promoting knowledge sharing and learning to accelerate action to achieve NDC goals.

The PCCC will house a component of the hub and the delivery of technical assistance will be through a revamped Regional Technical Support Mechanism (RTSM), providing rapid contracting of registered expertise to PICTs. The NDC Hub activities will provide the initial focus for the PCCC work in the area of mitigation and low carbon futures.

The PCCC will also cooperate closely with the Pacific Centre for Renewable Energy and Energy Efficiency based in Tonga. Possible collaboration with the Clean Energy Solutions Centre will also be explored.

Theme 4: Climate finance

Enhancing access to climate finance for PICTs will be a key outcome of the work of the Centre. It is important that the work and outputs of the PCCC are designed in ways that inform the focus and design of Adaptation Fund and Green Climate Fund projects and programmes. By enhancing the quality and usability of information available to those designing and delivering projects we hope to improve access to climate finance and the implementation of projects across the region. These outputs will be supplemented with capacity building efforts and training on climate finance.

SPREP has a history of helping PICTs in obtaining support for climate change activities. In 2015 SPREP achieved accreditation to both the Adaptation Fund (AF) and the Green Climate Fund (GCF) as a Regional Implementing Entity (RIE). We envisage a close connection between SPREP's Project Coordination Unit (PCU) the Climate Change and Resilience Programme (CRR) and the PCCC on issues relating to climate finance, in particular supporting PICTs through the provision of training and knowledge.

The PCCC will house the Regional Technical Support Mechanism (RTSM) which will provide rapid response technical assistance services to countries for resilience building. Originally established under a project funded by the Asian Development Bank (ADB), the RTSM provides an agile means of mobilising specialised technical expertise that otherwise would not be available to PICTs. The RTSM structure is already established, including a roster of experts, and is accessible online through the PCCP. Valuable lessons were learnt during the first phase of the RTSM and we are now looking to revitalise and revise this mechanism, incorporating feedback from PICTs. The RTSM will receive funding through the Pacific NDC Hub for mitigation activities and an early priority for the PCCC will be to secure further funding for adaptation assistance. The Government of Japan has indicated a willingness to provide resources over an initial 3-year period.

Partnership Management

The development and ongoing management of partnerships will be critical to the effectiveness of the PCCC. Different type of partnerships will be required, including those described below:

- *Country partners:* Pacific countries and territories are the key partners. Building on SPREP's strong relationships with PICTs, it will be essential that their needs are reflected in PCCC priorities and that they see tangible benefits from the PCCC. Governments will play a central role but increasingly the private sector and civil society partnerships will be established.
- *Strategic regional partners:* The PCCC functions have been carefully aligned to the roles and responsibilities of other organizations as well to key regional policies, strategies and frameworks. As the policy landscape evolves so the PCCC will need to adapt to meet the needs of these partners, including CROP agencies. The Centre will also connect to new initiatives such as the Pacific NDC Hub, the Pacific Centre for Renewable Energy and Energy Efficiency and the The Pacific Community Centre for Ocean Science (PCCOS).
- *Research partners within the region:* The PCCC needs to actively engage applied researchers and institutions from within the region such research capacity and skills within the region are prioritized.
- *Research partners outside the region:* Many research partners from outside the region continue to building capacity and add to the regional scientific knowledge base while working effectively with regional, national and local stakeholders. Such relationships need to be strengthened and encouraged, while also recognizing the need to build capacity within the region.
- *Funding partners:* The PCCC will work with a range of development partners, including Governments and associated organisations, to secure funding support. This may take the form of support for specific initiatives aligned to PCCC functions and themes and also support for on-going costs or improvements to improve sustainability of the Centre (for example, additional solar power capacity).
- *Technical expertise:* The PCCC will connect PICT needs to technical expertise through the RTSM.

It will be an important role of the PCCC Manager to establish, maintain and enhance these bilateral partnerships, but also to encourage partnerships between different stakeholders. The PCCC needs to provide a space for innovative partnerships to form and ideas to flourish. Consequently, the PCCC will:

- Host regular knowledge sharing events for those working in the PCCC;
- Maintain a good flow of information to PICTs and other stakeholders through a newsletter and the updated PCCP;
- Host 'challenge events' where researchers, policymakers and practitioners are invited to develop solutions and pilot projects in response to specific regional needs;
- The PCCC Manager will actively promote the PCCC's work at conferences and events and seek to build new partnerships, including other similar centres globally;
- The PCCC Manager will host bi-monthly meetings with resident partners;
- A PCCC Advisory Board will initially meet bi-annually.

Governance

From the outset it has been clear that the PCCC would not be a separate institution, or a new regional/CROP agency. Its co-location with SPREP is intended to ensure synergies with SPREP's strong regional roles and partnerships in assisting the countries and territories of the Pacific address their priorities for climate action. This is reflected in the suggested governance structure which allows for practical management of operations be the responsibility of SPREP and the PCCC Manager and a PCCC Advisory Board to provide strategic direction and advice.

The PCCC Advisory Board

The PCCC Advisory Board will comprise of representatives from the following; and 3 countries (one from each sub-region²) on an annually rotating basis; the Government of Samoa SPREP, JICA, The Chair of the Pacific Meteorological Council; The Chair of the Pacific Resilience Partnership (PRP) Taskforce; one CROP agency representative (on a rotating basis); and one Development Partner representative (selection process to be determined). In addition, up to two PCCC partner research organisations would be invited to attend as non-permanent members. We believe this composition provides an appropriate balance of Pacific Island country representation (in order to articulate needs and ensure relevance) alongside scientific and policy input.

The Advisory Board will:

- Receive reports from the Centre Manager on partnerships and PCCC activities;
- Provide strategic direction for the Centre with regard to country needs, emerging research and partnership opportunities;
- Provide inputs and ideas regarding the sustainability and future funding of PCCC-related activities;
- Support the promotion of PCCC outputs

We would suggest the PCCC Advisory Board meets every 6 months. Every 12 months this meeting should include an 'open session' with PCCC partners 'in residence' at the PCCC. A budget will need to be designated to support the various constituencies involved in the Advisory Board.

Suggested governance and management structure

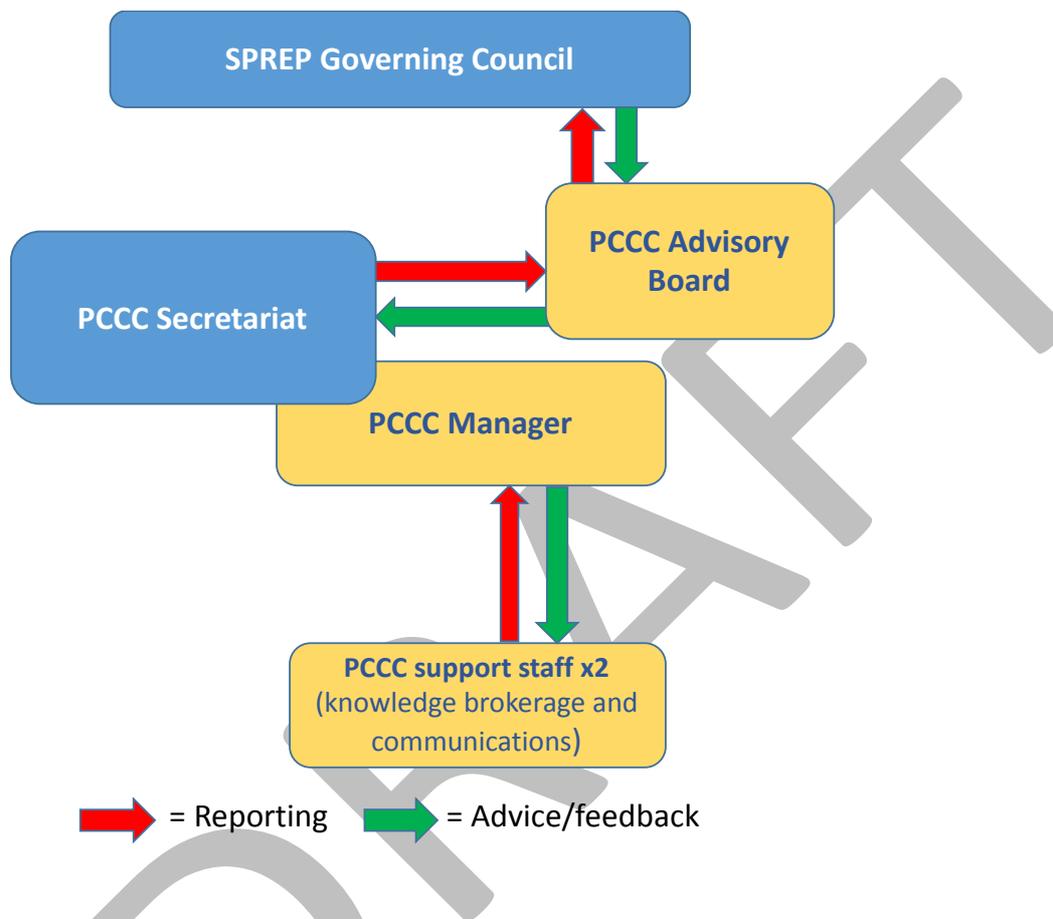
The management structure in figure 3 highlights the relationship between the PCCC, the region and SPREP. On issues of strategic direction, the PCCC Secretariat (led by the PCCC Manager) will report to, and take advice from, the PCCC Advisory Board, as described above. Progress and performance of the PCCC will be reported to the region via the Advisory Board to the SPREP Meeting and in alternate years the SPREP Executive Board.

The operational management of the PCCC would be led by the PCCC Manager, supported by the PCCC Secretariat. The Secretariat will be responsible for operationalizing the Strategy and

² The 3 countries will be those on the SPREP's Executive Board to reduce travel burden. An additional country from each sub-region will be selected each year in case the primary country is unavailable.

Business Plan, reflecting on, and where appropriate implementing, the advice of the PCCC Advisory Board, as well as ensuring that decisions are consistent with broader SPREP operations. The PCCC Secretariat will be led by the PCCC Manager and would include representatives from the SPREP Executive (and Senior Management Team), SPREP CCR Director, the Finance Director; and other SPREP Programmatic staff as required.

Figure 3: Proposed management and reporting structure



The role of the PCCC Manager

The PCCC Manager will play a key role in terms of operational delivery and strategic direction of the PCCC. More specifically he/she will be responsible for:

- Establishing, facilitating and managing partnerships
- Managing operational activities in line with the function and themes of the PCCC
- Liaison with JICA regarding the provision of TA and with PMC and SPREP PACMET desk on the delivery of WMO training node.
- Managing 2 PCCC officers (knowledge brokerage), 1 x finance/ administrative assistant and 1 x cleaner.
- Seeking additional funding for PCCC activities
- Reporting to PCCC Advisory Board
- Implementing strategic input from PCCC Advisory Board as required

Financial update

The table below provides an estimate of likely costs covering core personnel, capital and equipment costs, operating costs, events and maintenance. These costs will be refined over the coming months.

Pacific Climate Change Centre: Proposed Annual Budget (for 3 Years)			
	Estimates 2019	Estimates 2020	Estimates 2021
	USD	USD	USD
Personnel <i>(Refer to separate table with details)</i>	260,996	427,678	447,947
Capital & Equipment Costs*	200,000	10,000	10,000
Operating Costs	60,000	60,000	60,000
Trainings **	-	100,000	150,000
Meetings and Conferences	200,000	150,000	100,000
Maintenance costs	8,000	10,000	14,000
Totals	\$ 728,996	\$ 757,678	\$ 781,947

* Year 1 furnishing costs of new PCCC building

** JICA contribution to capacity building yet to be determined.

Pacific Climate Change Centre Personnel: Proposed Annual Budget (for 3 Years)			
Personnel	Estimates 2019	Estimates 2020	Estimates 2021
	USD	USD	USD
Manager	155,722	141,771	160,558
Officer 1***	65,537	115,160	132,060
Officer 2****	-	131,073	115,160
Admin/Finance Assistant	25,740	25,948	26,660
Cleaner	13,997	13,726	13,509
Totals	\$ 260,996	\$ 427,678	\$ 447,947

*** Recruit in second half of Year 1 hence 50% of salary reflected

**** Recruit in Year 2

Notes:

- 1) Capital cost is an estimate. The purpose of this budget is to meet the cost of refurbishing the Centre, cost of equipment including office equipment, furniture and fittings, etc. In the fourth year since operationalization of the Centre, this figure should be reduced to about 10% to cater for new staff and visiting researchers.
- 2) Personnel includes annual remuneration packages for 1 x PCCC Manager at Band 12, 2 x Officers at Band 10, 1 x admin/finance assistant at Band 7 and 1 x cleaner at Band 2. It does not include cost of laptops as this is factored into Capital Costs. Personnel costs are anticipated after year 3. Discussions have begun with development partners to secure funding for the PCCC Manager and the two Band 10 posts.
- 3) Further details of the proposed PCCC Manager post can be found on p19 and in Annex 2 and is viewed as the most critical role.
- 4) Officer 1 a Band 10 post is proposed to coordinate training and strengthen effective communications output from the PCCC. This post would start after the PCCC opens in early 2020 and would complement the proposed JICA capacity building assistance.
- 5) A Climate Change Information and Knowledge Management (IKM) Adviser will be embedded in the PCCC. The IKM Adviser role will be an elevation from the Knowledge Management Officer role associated with managing the Pacific Climate Change Portal. The new role and increased responsibilities reflect the importance of Knowledge Brokerage as a core function of the Pacific Climate Change Centre. This role is also essential given the importance of the knowledge brokerage function and would be appointed in 2019. This person would focus on developing knowledge products, understanding and responding to country needs, enhancing PCCP output, sharing good practice on knowledge brokerage and communicating information to stakeholders. This role could potentially support the objectives of the Pacific NDC hub in promoting knowledge sharing and learning to accelerate action.
- 6) Maintenance Costs is estimated cost of maintaining the PCCC expected to increase incrementally due to 'wear and tear' and replacement.
- 7) Operational Costs covers expenditures incurred to enable PCCC and the team to remain functional and operating; this includes cost of electricity, water, ICT requirements, travel, etc.
- 8) Projected income streams are still being developed but are likely to include:
 - a. A component of core funding from SPREP
 - b. Support from major development partners
 - c. Support from research partners 'in residence' at the PCCC

Business plan development – next steps and phasing

- The business plan and strategy will remain a live document and further additions will be made in the coming months, including further work on costs and income streams
- Consultations with other similar Centres in other regions are planned in order to learn from their experiences
- A short film promoting the concepts behind the PCCC will be developed during 2018.
- Publicity materials will be developed to promote the PCCC, engage partners and inform donors in Q4 of 2018 (ideally for further promotion at COP24)
- A detailed Year 1 Plan outlining the steps required to progress the key activities required to implement the Strategy and Business Plan (See Annex 1).

Annex 1: Indicative Year 1 Plan

Activity	Month
Recruitment of PCCC Manager	1
Establish PCCC Advisory Board and hold first meeting prior to opening	1-3
Establish PCCC Secretariat	1-3
Complete redesign of RTSM and secure funding	1-6
Develop partnerships/MOUs agreed	1-12
Rebranding/restructuring of Pacific Climate Change Portal	2-6
Build global network (establish MOUs with other relevant centres, join groups such as the Climate Change Knowledge Brokers Network)	1-6
Undertake dialogue with PICTs, including needs survey (aligned to functions and themes)	1-4
Stocktake of climate change training events for 2019	1-2
Develop/deliver Technical Assistance Programme in conjunction with JICA	1-12
Develop detailed for supporting the development of climate services/products	1-3
Plan Pacific Climate Change Knowledge Exchange event to coincide with PCCC opening (xx people over 3 days)	1-8
Seek and secure funding for knowledge for Climate Change Knowledge Exchange event	1-4
Develop initial list of possible knowledge products	1-6
Develop network of applied researchers working in the region	1-12

DRAFT

Annex 2: PCCC Manager Job Description

The Pacific Climate Change Centre (PCCC) will be the regional centre of excellence for climate change information, research and innovation and will be hosted at SPREP in Samoa. As a flagship regional initiative, the PCCC will deliver capacity development programmes in adaptation, mitigation, climate services and project development. It will promote and foster applied research, drive innovation and build capacity in these areas and improve the flow of practical information between met services, climate practitioners, policy makers, researchers, scientists and those implementing policies, programmes and projects.

The PCCC Manager is a high level, strategic position responsible for leading the operational delivery and strategic direction of the PCCC. The appropriate candidate will have an in-depth understanding of climate change issues and experience of managing and delivering activities aligned to the functions and themes of the PCCC. The post will require excellent communication and presentation skills and bring experience of working with a range of stakeholders. The PCCC Manager will lead the following activities which are critical to the effective management of the Centre:

- Establish and manage partnerships with a wide range of organisations, including 'resident' partners within the PCCC;
- Manage operational activities in line with the function and themes of the PCCC;
- Liaison with JICA and other donors and partners regarding the provision of technical assistance;
- Work closely with the PMC and SPREP PACMET desk on the delivery of WMO training node;
- Work closely with other SPREP Programme Directors to support climate change related activities relevant to the functions and themes of the PCCC;
- Promote the PCCC's work within and outside the region;
- Develop new partnerships, including with other similar Centres globally;
- Deliver the PCCC Strategy, working closely with SPREP and PCCC Advisory Board;
- Identify new funding opportunities to further support PCCC activities.

The post will report to the PCCC Advisory Board and we envisage will be a member of the SPREP Senior Management Team (SMT).

The salary of the PCCC Manager (Band 12) is US\$ 152,684 which is the average salary cost per year over a three-year contract.

Annex 3: PCCC Partner Linkages

Name:	Environmental Management Group, Global Environment Department
Organization:	Japan International Cooperation Agency (JICA)
Function	Potential links/contribution to the PCCC (Please note activities, programmes and initiatives which are of relevance to the PCCC and the possible nature of the linkage. Where possible please suggest text for inclusion in the PCCC Strategy and Business Plan)
Knowledge brokerage	-
Applied research	-
Capacity building through training and learning	JICA will formulate a new Technical Cooperation Project for Capacity Building on Climate Resilience in the Pacific which objective is to assist countries in the Pacific region in enhancing their knowledge and capacities in the area of climate change adaptation, mitigation and access to climate finance, through conducting thematic training programs. The project duration expects to be for three (3) years.
Supporting innovation	-
Theme	Potential links/contribution to the PCCC (Please note activities, programmes and initiatives which are of relevance to the PCCC and the possible nature of the linkage. Where possible please suggest text for inclusion in the PCCC Strategy and Business Plan)
Climate Change Science and Services	The following training topics are possibly included.
Climate Change Adaptation	-Adaptation: climate change projection, impact assessment and adaptation planning;
Climate Change Mitigation and Low Carbon Futures	-Mitigation: Potential topics will include right mix of renewable energies and application of renewable energy technologies;
Climate Finance	-Climate finance: This topic will consist of several components, such as concept development, project development, project management (implementation), and monitoring and evaluation. (The detailed plan of the Project will be discussed with SPREP during the field survey, which is being planned in late September-October 2018 (around two (2) weeks), and is expected to be confirmed in early August)